Office of
the Premier

2001/02
Annual Report
A New Era Update

**Office of
the Premier**

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For more information on the British Columbia Office of the Premier, contact:
Public Affairs Bureau
PO BOX 9409
STN PROV GOVT
VICTORIA, BC
V8W 9V1

or visit our Web site at
www.gov.bc.ca

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Introductory Note — A Year of Transition

The Government of British Columbia and its ministries are committed to reporting on performance. The *Budget Transparency and Accountability Act* (BTAA), as amended in August 2001, provides the legislative framework for a regular cycle of planning, reporting and accountability. Under the BTAA, ministries are responsible for producing three-year service plans (previously called performance plans), which are updated yearly, and annual service plan reports (formerly called performance reports). The amended BTAA takes effect beginning with the 2002/03 fiscal year. The first three-year service plans, covering the period 2002/03 to 2004/05, were released with the provincial budget on February 19, 2002.

This annual report relates to the previous fiscal year, covering April 1, 2001, to March 31, 2002. This was a transition year, with a new government sworn into office on June 5, 2001. On that day, there was an extensive reorganization of ministries, which were given significant new policy direction and tasked with the responsibility for implementing the government's *New Era* commitments. Later in the year, ministries proceeded through the Core Services Review, which refined the mandates of ministries and identified the strategic shifts required to move government toward its long-term objectives.

For the first time in British Columbia's history, Cabinet Ministers and the Premier must meet performance targets in order to receive 100 per cent of their cabinet stipend. Ten per cent of their cabinet salary is withheld pending the fulfilment of annual performance and budget targets in their ministry. A further 10 per cent of their cabinet salary is withheld pending the entire cabinet's fulfilment of government-wide performance and budget targets.

This report provides an update on all that activity and also provides a report on performance, approaching the model provided by the BTAA as closely as is possible in the circumstances. An annual report would normally relate back to a preceding plan and report on the results achieved compared with the intentions outlined in that plan. For the first time, the Office of the Premier is subject to the same disciplines. In this case, the preceding plan was produced before the adoption of the significant changes outlined above, and as noted, the Office of the Premier has been significantly reorganized, and policies and priorities have changed. This limits the extent to which performance information as described in the previous plan is useful.

Consequently, this report sets out the Office of the Premier's redefined role and the services it provides, and — within the context of its goals and objectives as they evolved through the year — describes the achievements of the office and the performance targets being used to measure success.

Accountability Statement

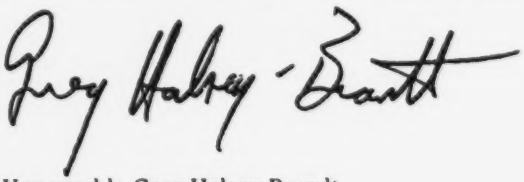
The 2001/02 Office of the Premier Annual Report was prepared under my direction, and I am accountable for the results this office has achieved since June 5, 2001. This report describes progress made in this first year on the government's *New Era* commitments, which are to be addressed by May 17, 2005.

Honourable Gordon Campbell
Premier

June 10, 2002

Minister of State Accountability Statement

I am the Minister of State for Intergovernmental Relations and, as such, am accountable for the basis on which the Intergovernmental Relations portion of the annual report was prepared and for the results achieved since June 5, 2001.



Honourable Greg Halsey-Brandt
Minister of State for Intergovernmental Relations

June 10, 2002

BRITISH COLUMBIA

Office of the Premier

I am pleased to present the 2001/02 Annual Report — *A New Era Update* for the Office of the Premier. This is the first Office of the Premier Annual Report; it lays out the significant progress my office has made toward the achievement of our *New Era* objectives. Across the Office of the Premier portfolio, we have begun to establish leading-edge improvements and have directed our resources in the most appropriate way to address strategic issues as they emerged. Internally, we have created a new reporting structure, bringing the Intergovernmental Relations Secretariat, the Public Affairs Bureau, the Chief Information Office, the Crown Agencies Secretariat and the Board Resourcing and Development Office under the umbrella of the Office of the Premier. The organization and the related budget reflect the actual operation more realistically. This structure has also enabled me to work more actively with Cabinet and the public service to deliver solutions that meet the key priorities of government. Much of government's work this year has been focused on laying the foundations to deal with the debt and sorting out the public finances to re-establish confidence and strength in British Columbia's economy. The greatest ongoing challenge is to identify strategic priorities and opportunities and continue to modify government priorities to adapt to the social and economic environment. It is a challenge both my office and this government are prepared to meet.

Honourable Gordon Campbell
Premier

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Role and Services of the Office of the Premier

Introduction

The Premier serves as the President of the Executive Council (Cabinet) and head of the Government of British Columbia. As head of the government and Cabinet, the Premier provides leadership to, and cohesion among, ministers, ministries and all agencies of government. The Office of the Premier provides advice and support to the Premier, Cabinet and Caucus to set priorities and to facilitate smooth and effective operations of the Government of British Columbia. The office works closely with all ministries and major agencies to support their work and to ensure policy co-ordination across government. In addition, the Office of the Premier provides leadership to the public service.

The Premier, with the support of the office, is responsible for ensuring the *New Era* vision is implemented in a timely, open and accountable fashion. The *New Era* vision has led to the establishment of an overarching vision for the Government of British Columbia. The Office of the Premier, together with all government ministries and Crown agencies, is accountable for the achievement of the government's vision.

The *New Era* Vision

The *New Era* document contains many far-reaching policy objectives. Ten specific objectives were highlighted for the future:

1. A top-notch education system for students of all ages.
2. High-quality public health-care services that meet all patients' needs where they live and when they need it.
3. A thriving private sector economy that creates high-paying job opportunities.
4. Safer streets and schools in every community.
5. Better services for children, families and First Nations.
6. The fastest growing technology industry in Canada.
7. A leading-edge forest industry that is globally recognized for its productivity and environmental stewardship.
8. Greater equity and equality for British Columbia in Canada.
9. The most open, accountable and democratic government in Canada.
10. Responsible, accountable management of your public resources and tax dollars.

These policy objectives have led to the development of an overarching vision for the Government of British Columbia.

Government of British Columbia Vision

The Premier and the Office of the Premier have a broad responsibility for the achievement of the government's vision, outlined in the British Columbia Government Three-Year Strategic Plan 2002/03 - 2004/05: *Restoring Hope and Prosperity*:

> *British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.*

Office of the Premier Mission and Values

Mission

The Office of the Premier has specific accountability for the restructuring of government, the strategic use of technology, effective and transparent communications, the relationship with Crown corporations, and the development of positive intergovernmental relations. The mission of the Office of the Premier is:

> *To ensure the achievement of the New Era and government's vision through leadership across government and Crown agencies in innovative planning, timely decision-making and effective service delivery; supported by leading-edge technology, open and transparent communications, and positive intergovernmental relations.*

Values

The Office of the Premier's leadership of government is founded upon the following core values:

- Integrity: to make decisions in a manner that is consistent, professional, fair and balanced
- Fiscal Responsibility: to implement affordable public policies
- Accountability: to enhance the efficiency, effectiveness and credibility of government
- Respect: to treat all citizens equitably, compassionately and respectfully
- Choice: to afford citizens the opportunity to exercise self-determination

Principles — The Way We Work

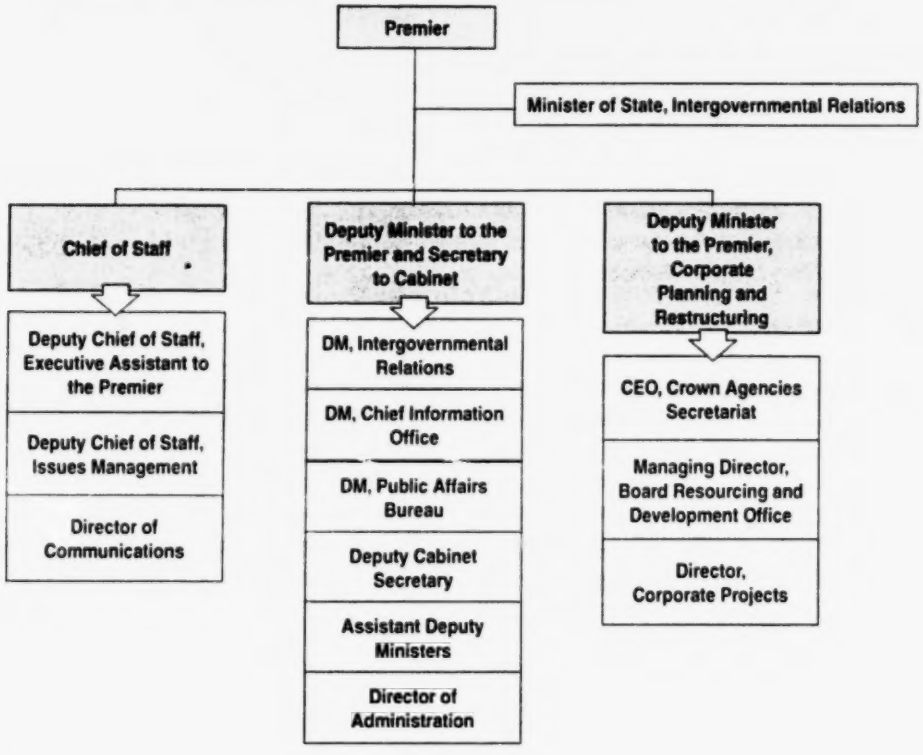
In fulfilling our corporate leadership role, the Office of the Premier acts in accordance with the following principles:

- Results oriented and client focused
- Innovative and accountable public management
- Focus on *New Era* priorities
- Collaborative partnerships within the public sector and the broader provincial community
- Simplification of government regulations and processes
- Focus on support and facilitation rather than direct control over the lives of people, businesses and organizations

Office of the Premier Structure

The Office of the Premier underwent a significant restructuring in the 2001/02 fiscal year, bringing a number of new entities under its umbrella. This reorganization has facilitated a new direction and focus for the activities of the office toward the achievement of our *New Era* goals.

Office of the Premier


Premier
Minister of State, Intergovernmental Relations
Chief of Staff
Deputy Chief of Staff, Executive Assistant to the Premier
Deputy Chief of Staff, Issues Management
Director of Communications
Deputy Minister to the Premier and Secretary to Cabinet
DM, Intergovernmental Relations
DM, Chief Information Office
DM, Public Affairs Bureau
Deputy Cabinet Secretary
Assistant Deputy Ministers
Director of Administration
Deputy Minister to the Premier, Corporate Planning and Restructuring
CEO, Crown Agencies Secretariat
Managing Director, Board Resourcing and Development Office
Director, Corporate Projects

Chief of Staff:
This office provides a range of executive services for the Premier and manages key political relationships on behalf of the Premier both within and outside government. It provides strategic political advice, communications, media relations and issues management support directly to the Premier. This office manages the administrative functions that support the Premier, which include the Premier's scheduling and correspondence branches. The office also provides liaison and outreach internally with Caucus and externally with communities and organizations throughout the province.

Deputy Ministers to the Premier:
On behalf of the Premier, the Deputy Ministers provide leadership and co-ordination across all ministries and Crown agencies. They directly lead initiatives that affect all of government, including the Core Services Review of all government and Crown agencies; leadership of the public service; and cross-ministry initiatives. The Deputy Ministers support and co-ordinate the development of policies, legislation and public service reform so that the priorities of government as set by the Premier and Cabinet can be achieved. The Deputy Ministers also lead the restructuring and future planning of government.

Units Reporting to the Deputy Minister to the Premier and Cabinet Secretary

1. Intergovernmental Relations Secretariat

In recognition of the key role of the Premier in intergovernmental relations, this function has been placed in the Office of the Premier. The Minister of State for Intergovernmental Relations works with all ministries and agencies in government to ensure that relations with the federal and other provincial governments advance British Columbia's interests. The Intergovernmental Relations Secretariat also leads the development and delivery of strategies with international governments to advance British Columbia's priorities. The secretariat provides management and support services for government in intergovernmental protocol and the management of intergovernmental meetings and events.

2. Chief Information Office

The Chief Information Office has overall responsibility for the strategic direction and governance of information management and information technology. The office also has responsibility for enabling B.C. businesses to operate in the global economy and for developing strategies to bridge the digital divide. This office promotes e-commerce and enables the electronic delivery of government services. It is responsible for information management and technology governance, legislation, policy, standards, planning and investment.

3. Public Affairs Bureau

The Public Affairs Bureau was established in June 2001, after the Government Policy and Communications Office was disbanded. The bureau ensures that information about government programs and services is accessible to British Columbians and also has the responsibility for leading and co-ordinating communications with internal and external stakeholders. Services provided by the Public Affairs Bureau include communications research and planning, issues management, media relations, media monitoring, support to government events and announcements, speech writing, government Web site management, distribution of news releases, advertising, publications, and technical support to the Press Theatre in the Legislature.

4. Cabinet Operations

The role of Cabinet Operations is to facilitate the effective operation of Cabinet and Cabinet's committee system. The office organizes and co-ordinates the planning and policy meetings that take place within the decision-making process of the government. It provides complete administrative and record-keeping support to Cabinet, the Government Caucus Committees, the Cabinet Committee on the Economy and the Environment, the Agenda and Priorities Committee and the Legislative Review Committee. In addition, Cabinet Operations participates in the co-ordination of the Treasury Board fiscal and service planning process with ministries and Government Caucus Committees.

Units Reporting to the Deputy Minister to the Premier, Corporate Planning and Restructuring

1. Crown Agencies Secretariat

Prior to June 2001, the Crown Agencies Secretariat reported to the Minister of Finance and Corporate Relations. Over the last fiscal year the role and mandate of the Crown Agencies Secretariat has been restructured. Today, the Crown Agencies Secretariat is responsible for the strategic, systemic and proactive oversight of Crown corporations, agencies, boards and commissions in British Columbia. Strategic, systemic and proactive oversight involves the clear communication of the mandate and expectations of Crown agencies, and the active co-ordination, advice and support necessary to promote good governance, continuous improvement and accountability for results.

2. Board Resourcing and Development Office

Prior to June 2001 the Office of Co-ordination of Agencies, Boards and Commissions reported to the Minister of Finance and Corporate Relations. Over the last fiscal year the role and mandate of this office was restructured, including a new title that reflects the revised mandate. The Board Resourcing and Development Office has responsibility for establishing guidelines for all provincial appointments to Crown agencies, ensuring that all provincial appointments are made on the basis of merit following an open, transparent and consistent appointment process, and that all appointees receive appropriate orientation and ongoing professional development with respect to agency governance issues.

Update on *New Era* Commitments

During the 2001/02 fiscal year, the Office of the Premier made a great deal of progress on implementing its *New Era* commitments. Significant achievements include having:

- Established the Premier's Technology Council to help bridge the digital divide by providing advice to the Premier on key technology issues. The council is examining ways to remove barriers that keep many British Columbians from participating in the knowledge-based economy and from accessing the educational, social and cultural benefits delivered through broadband networks.
- Established the British Columbia Progress Board as part of the *New Era* commitment to help fuel economic growth by setting performance benchmarks for the provincial economy. The Progress Board is a fully independent board comprising business experts, and has been charged with identifying issues important to the future economic prosperity of British Columbia and with advising the Premier on strategies, policies and actions necessary to improve the performance of the provincial economy and its social policy supports. In addition, the board advises the government on its goal to improve the province's competitive position by establishing an ongoing means to measure and benchmark British Columbia's economic progress over time.
- Fulfilled the commitment to hold open Cabinet meetings at least once a month. All open Cabinet meetings have been open to the press and to the public. The meetings are Webcast and broadcast live on local cable stations. Transcripts, as well as the materials available for each meeting, are posted on the government Web page within 24 hours of the meetings.
- Provided all government Members of the Legislative Assembly (MLAs) a meaningful new role in policy development and service planning through a new system of Cabinet decision-making. This commitment was implemented within the first seven days of the new government, when five Government Caucus Committees were struck and tasked with reviewing policy, programs and legislation, and making recommendations to Cabinet. The five committees — Health, Government Operations, Communities and Safety, Natural Resources and Economy — give policy advice to Cabinet and provide input into the annual budget and three-year service plans of each ministry. Each of the committee chairs sits on the Legislative Review Committee. In addition, there are MLAs who sit on the Cabinet Committees of Agenda and Priorities, which review all policy initiatives; Treasury Board, which deals with the revenue and expenditure controls of government; and the Core Review and Deregulation Task Force, which is involved in the fundamental restructuring of the core businesses of government.
- Decided all major capital and land-use issues involving the Agricultural Land Reserve, new parks, land claims and tenure reform in public, at open Cabinet meetings.
- Discussed equalization at the August 2001 Annual Premiers' Conference as part of the commitment to work with other provinces to negotiate a more equitable federal equalization program. Premiers invited the Prime Minister to follow up on his commitment to improve the current program. In January 2002, Premiers reached consensus on the need to work together with the federal government on a more equitable federal equalization program.
- Held the first Provincial Congress on February 26, 2002, which meets the *New Era* commitment of bringing all members of the B.C. Legislature and B.C. members of Parliament together and holding annual joint conferences aimed at publicly identifying and overcoming issues of regional alienation within Canada and British Columbia.
- Completed and published service plans for all major Crown corporations that included measurable performance standards.

- Began the Core Services Review of the operations of BC Rail and the role of ICBC in funding and delivery of motor vehicle services.
- Established the Board Resourcing and Development Office, whose mandate is to recruit incumbents for Crown agencies, boards and commissions based upon merit. The office has developed written appointment guidelines for all Crown agencies, which are published on the government's Web site. Biographies of new appointees are listed on the Web site, confirming that board members have relevant skills and expertise, thereby fulfilling the commitment to ensure government appointments are based upon merit, not patronage.
- Developed and published the first three-year Government Strategic Plan, which contains measureable performance standards.
- Established the Chief Information Office in the Office of the Premier as part of the commitments to make British Columbia a leader in electronic government, to give citizens and businesses better access to online government services, and to bridge the digital divide between those who have access to new technologies and those who do not.

Performance Reporting

The Office of the Premier is dedicated to ensuring the services it provides to British Columbians are articulated clearly and accurately, and are consistent with government's priorities. A critical component of this accountability is the requirement to publish regular information reports on the office's activities and its progress toward meeting its goals and objectives. This reporting structure is unique: this year marks the first time in British Columbia that the Office of the Premier publicly establishes its goals and objectives, and holds itself accountable annually through a legislated reporting process. As this is a completely new reporting process, no goals, objectives, performance measures and targets had been developed for the Office of the Premier in the 2000/01 fiscal year to reference and report on progress. However, performance measures and targets have been established in the Office of the Premier 2002/03 - 2004/05 Service Plan tabled on February 19, 2002, and these will be reported on in the next annual report of the Office of the Premier.

The 2001/02 fiscal year was a year of significant change for the Office of the Premier. The office led government's adoption and implementation of a new public policy direction, and a new organizational structure was implemented to assist in this task. This new direction has led to the development of key goals and objectives, outlined in the Office of the Premier's three-year service plan, which guide all activities of the Office of the Premier, consistent with the vision and mission of the Government of British Columbia. To establish consistency in reporting, this report is structured as closely as possible around the goals and objectives outlined in the Office of the Premier 2002/03 - 2004/05 Service Plan.

Goal 1:

To make British Columbia a leader in electronic government, to facilitate public participation through the legislative process, achieve more effective delivery of services at a lower cost and improve access to services over the Internet.

Objectives	Strategies	Progress
Give all citizens and businesses better online access to core services. Increase access to information and help reduce the cost of paper flow and bureaucratic bottlenecks. Support the fastest growing technology industry in Canada.	Make any government service that can be delivered electronically available over the Internet. Work with the technology industry to capitalize on the tremendous potential for growth and job creation in exciting new sectors like biotechnology, forestry technology, software development, multi-media, electronics and telecommunications.	The Premier's Technology Council, composed of industry experts, was established and instructed to identify areas where technology can make government more efficient and improve the delivery of online services. A new electronic service delivery structure was developed and implemented, resulting in online delivery of 36 government services. New Internet portal technology that will provide the basis for new applications was implemented. In co-operation with the federal government, common, single identifier numbers for businesses were developed to provide online access to provincial and federal agencies.

Goal 2:

To improve the effectiveness of British Columbia's federal, interprovincial and international relations to support government priorities.

Objectives	Strategies	Progress
Enhance British Columbia's working relationships with other provincial and federal institutions. Advocate for more equitable distribution of federal transfer payments and contracts to ensure full provincial participation in federal funding programs. Eliminate interprovincial trade barriers.	Identify and rank intergovernmental priorities, and identify tools, mechanisms and an action plan to pursue them. Develop strategies in co-operation with other provinces to address a fairer equalization system. Develop a structured, ongoing relationship on provincial transborder issues to remove obstacles to interprovincial trade. Co-ordinate a program of co-operation with Washington, Montana, Idaho and Alaska.	Intergovernmental priorities have been developed and Cabinet has approved an action plan. British Columbia's priorities were reflected at the August 2001 Annual Premiers' Conference. In August 2001, Premiers reached consensus on the need to work together with the federal government on a more equitable federal equalization program. The Agreement on Internal Trade in the area of harmonizing professional qualifications has been implemented. Extensive liaison has been done with federal officials. The Premier has met with Governors from Idaho, Alaska and Montana. The Minister of State for Intergovernmental Relations has visited Alaska and has received several visits in Victoria and Vancouver from senior U.S. officials.

Goal 3:

To manage public resources and tax dollars within ministries and agencies responsibly and accountably.

Objectives	Strategies	Progress
Create an efficient and accountable system of Crown corporations. Ensure that all boards of Crown agencies have the skills required to manage the affairs of their organizations. Ensure that ministries and government organizations are publicly accountable to taxpayers both in the delivery of effective programs and services and in fiscal management. Focus government on the delivery of core services.	Ensure effective oversight of the system of Crown agencies. Establish process for merit-based board appointments in a transparent manner that represents community needs. Undertake a Core Services Review of all government ministries and develop implementation strategies.	The Fiscal Review Panel and B.C. Progress Board have been appointed to provide independent information on the province's fiscal and economic status. A new governance framework for Crown agencies has been developed. Crown agency guidelines have been developed for service plans and annual reporting. Written appointment guidelines for all Crown agencies have been developed and published. The biographies of all new appointees have been listed on the Board Resourcing and Development Office's Web site. The Core Services Review of all government ministries has been completed. Implementation plans stemming from ministry reviews are reflected in their three-year service plans. A review of all government agencies, boards and commissions is underway, with the ultimate goal of a 50 per cent reduction. The first British Columbia Government Three-Year Strategic Plan has been published, containing performance measures and targets.

Goal 4:

To ensure that government operations are efficient, open and accountable.

Objectives	Strategies	Progress
Focus on, and implementation of, cross-government priorities. Effective decision-making processes. Open and effective communication.	Provide a high quality of administrative support and services for Cabinet decision-making processes. Provide accessible information on government policy, programs and services. Refocus and restructure government communications services. Drive the transformation process in government.	Cross-sector committees of Deputy Ministers have been established to ensure consistent focus on cross-ministry issues. Deputy Ministers meet twice a month to enable effective communication and decision-making. Open Cabinet meetings have been held every month from June 2001 to March 2002, with exception of the meeting scheduled for September 12, 2001, which was cancelled following the events of September 11, 2001. Government communications services were refocused and restructured, but the new structure needed modification. Work began in March 2002 to determine an appropriate structure for government communications services. Leadership and management of the government's Web sites was provided to ensure easy access to information for the public.

Report on Resources

2001/02 Resource Summary

	Estimated	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)					
Premier's Office	2,573		2,573	2,242	331
Executive Operations	2,828		2,828	3,601	(773)
Chief Information Office	2,550		2,550	2,458	92
Intergovernmental Relations Secretariat	3,414		3,414	3,282	132
Crown Agencies Secretariat	3,890		3,890	3,141	749
Public Affairs Bureau	5,118		5,118	3,557	1,561
Total	**20,373**	**—**	**20,373**	**18,281**	**2,092**
Full-Time Equivalents					
Total	**198**	**—**	**198**	**159**	**39**
Office Capital Expenditures ($000)					
Information Systems	466	—	466	184	282
Other	48	—	48	31	17
Total	**514**	**—**	**514**	**215**	**299**